



Know the Earth...Show the Way

PHOENIX

**Building our Leadership Culture
...One Step at a Time**

► Agenda

- Why create the *Phoenix* initiative?
- Where did Phoenix come from?
- What is *Phoenix*?
 - Big picture
 - Nuts and bolts
- What's in it for me?
- How do I participate?

► Why Create the *Phoenix* Initiative?

EXCELLENCE

**Technical
Skills**

► Why Create the *Phoenix* Initiative?



The diagram features two classical columns with fluted shafts and papyrus capitals. A horizontal banner is positioned above the columns, containing the word 'EXCELLENCE' in large, blue, bold, sans-serif capital letters. The left column is labeled 'Technical Skills' and the right column is labeled 'Leadership Skills'.

EXCELLENCE

**Technical
Skills**

**Leadership
Skills**

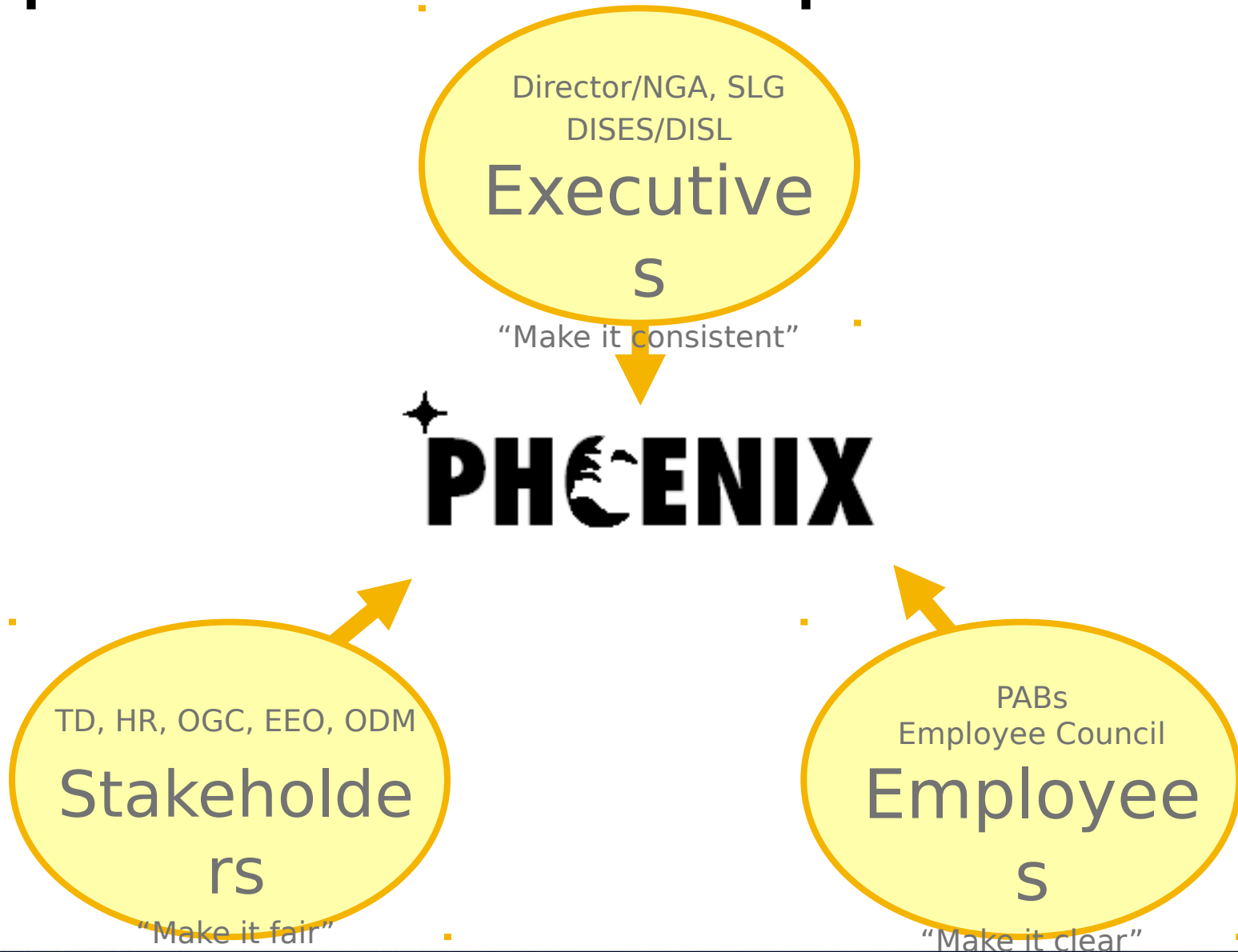
► General Clapper's Vision

- Every employee has the potential to be a leader
- Leadership skills must accompany technical skills
- NGA wins by investing in our people!

► General Clapper's Words...

- We want a process that is repeatable and implementable, not one that is one-shot and then forgotten.
- We want one that is usable all the way down the line to Band 1, not just at the executive levels.
- We want a simple process that pervades all the directorates of the Agency. This is an important part of reinforcing NGA's single Agency culture.
- We want leadership to be instinctive, not a deliberate kind of behavior.

► Input from Stakeholder Groups



► What is *Phoenix*? - Big Picture

A Two-Part Initiative

1. *Phoenix* clarifies expectations of leaders:
 - Defines leadership at NGA
 - Spells out NGA's expectations of leaders at each Band level
2. *Phoenix* supports leadership development:
 - Single source for identifying leadership development activities
 - Leadership development opportunities
 - Guidance in creating your personal leadership development plan

► Definition of Leadership

“Leadership is the art of motivating people to want to pursue shared aspirations”



JAMES R. CLAPPER, JR.
Lieutenant General, USAF (Ret.)
Director, National Geospatial-Intelligence Agency

► **What is *Phoenix*?** - Nuts and Bolts

- The Leadership Profiles
- Leadership development opportunities
- The process
 - A Continuous Process for Developing Leaders
 - Integrates the Profiles and Leadership Development Opportunities

► Leadership Profiles

“If given the opportunity, what should an NGA employee at each Band level be capable of?”

- Describe an ideal NGA leader
- Apply to all occupations within each Band
- **Bands 3 - 5** – progression toward *OPM's Executive Core Qualifications (ECQs)*
- **Bands 1 - 2 & Wage Grade** – convey general leadership expectations
- Profiles are ***not*** a set of requirements



► Leadership Development Opportunities

- Each Band level has its own set of leadership development opportunities
- The opportunities consist of:
 - Familiar/existing NGA programs
 - New elements

► Leadership Development Opportunities



► Leadership Development Opportunities Cornerstone Courses



► Leadership Development Opportunities



► What's in it for You: As a NGA Employee?

- Builds Skills and Knowledge
- Demonstrates Your Commitment to Learning
- Networking with NGA's Current and Future Leaders

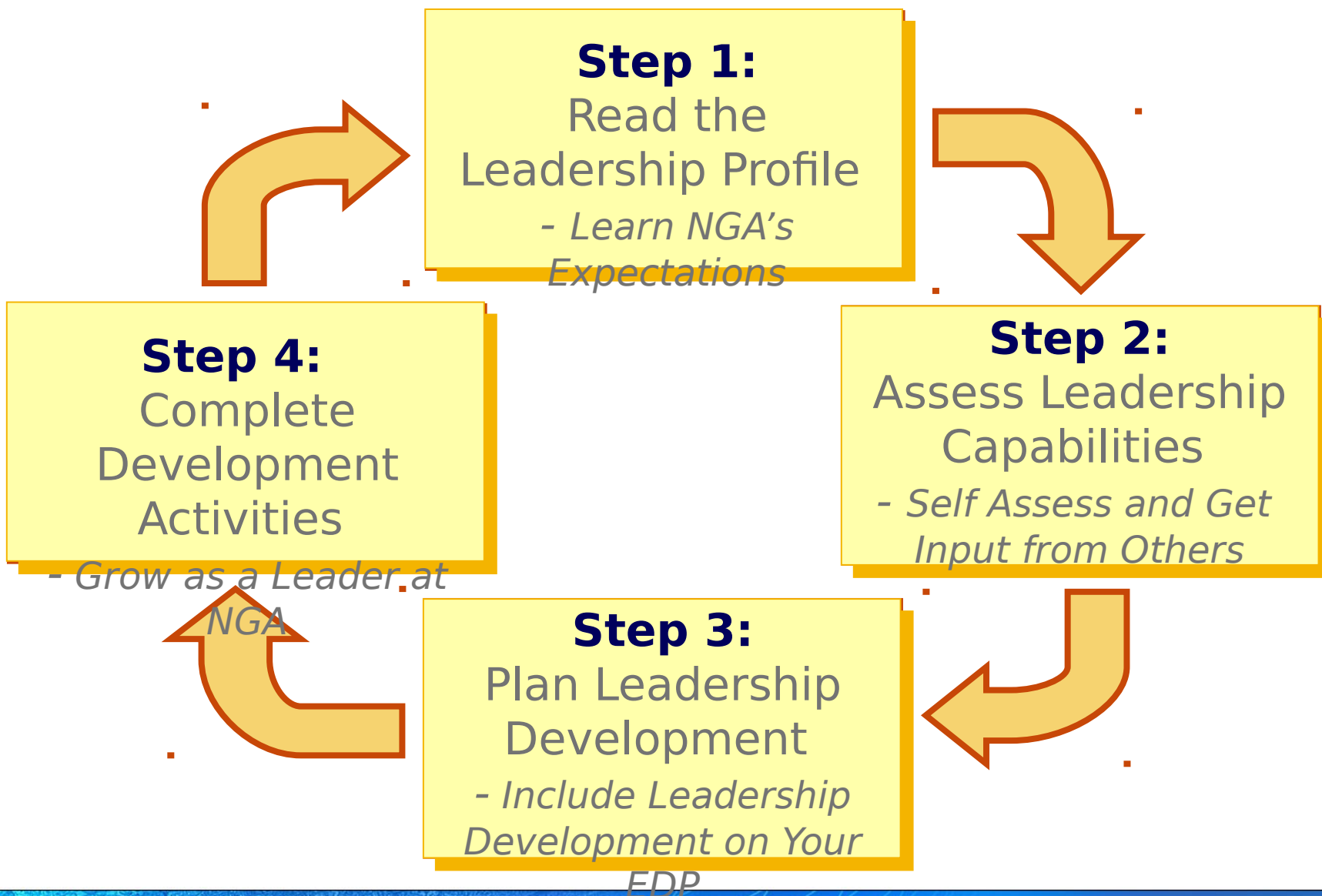
► What's in it for You: As a NGA Supervisor?

- World-Class Management Training
- Staff Development
- Team Cohesion and Greater Buy-In
- Retention of High Performance Employees

► What's in it for NGA?

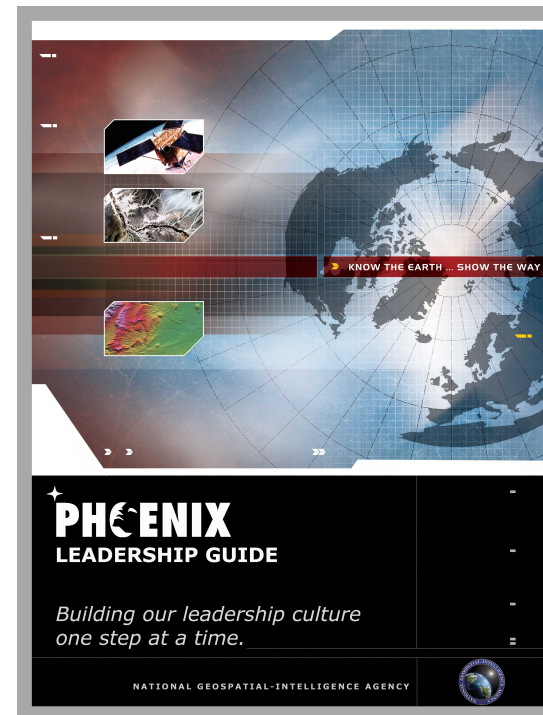
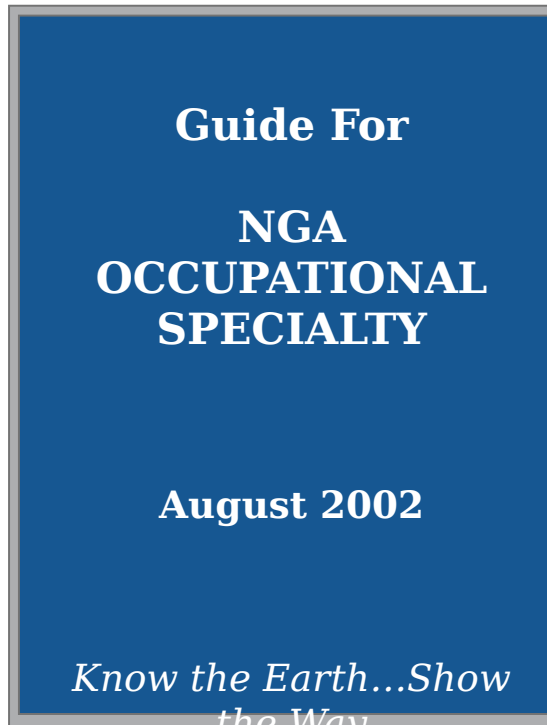
- Single Agency Culture
- Attract and Retain High Quality Talent
- Deeper Collaboration and Clear Communication
- Fill Leadership Gaps

► How Do I Participate?



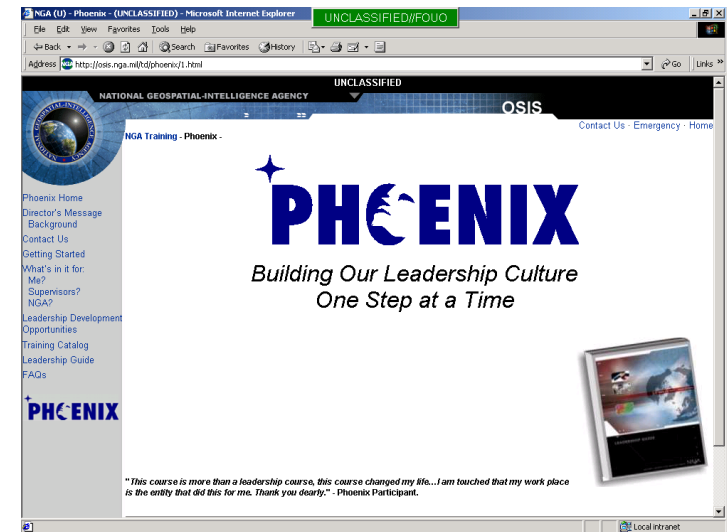
► The Leadership Guide

Professional Development



► Web Site

- Provides access to
 - Leadership guide
 - Training catalog
 - Leadership Assessment Tool (spring '04)
 - FasTrac leadership courses (spring '04)
- Available on all three networks
 - SBU <http://osis.nga.mil/td/phoenix>
 - NGAnet <http://college.nga.ic.gov/phoenix>
 - Copper <http://college.nga.smil.mil/phoenix>



► Leadership Development Centers (LDCs)

- The "face and voice" of *Phoenix*
- Help develop personal leadership plans
- Provide access to:
 - Assessments
 - Mentoring and coaching
 - Self-directed leadership development activities

► You Are Key to the Success of *Phoenix*

- **You** are the leaders *Phoenix* is designed to benefit
- Take risks, celebrate successes, get over disappointments
- The bottom line is behavior change

► Contact Information

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NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

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